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1. HUMAN RESOURCES PROGRAM

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HUMAN RESOURCES PROGRAM

The Human Resources Program has been developed by the Management Training Division, Office of Training, as a basic supervisory training program to assist members of the organization with management responsibilities to make the best and fullest use of the individuals under their supervision.

This program consists of four one hour group meetings for each particular group of supervisors, with preferably not more than eighteen in a group; a one-half hour interview with each supervisor; and a follow-up one hour meeting approximately every six weeks in the future.

It is proposed that the Human Resources Program be instituted Office by Office until complete coverage of the departmental staff of the organization has been achieved. All group meetings are conducted by a member of the staff of the Management Training Division but the program is intended to become integrated with the normal operations of each organizational unit in which it is established.

The program will not be commenced in any Office of the organization until an appreciation meeting of approximately one hour has been held with the top policy staff of that Office. It is essential that this program have the strong and intelligent endorsement of the Office Head and his staff before it is instituted in any Office in the organization.

Organization of the Human Resources Program

Group Meeting #1

Management in the Federal Service

1 hr.

Objectives, incentives, and measuring sticks in Government
Foreign affairs agencies; substantive vs. administrative functions
This organization.

Management: getting work done through people
the development of people
supervisory, administrative, and executive functions

Discussion of management problems from the experience of the group

Five functions of management

Five key principles of management

Assignments for $\frac{1}{2}$ hr. conferences and for next group meeting.

Individual Conferences

$\frac{1}{2}$ hr. x the number of supervisors

A one-half hour individual conference with each supervisor is scheduled after the first group meeting. In preparation for this conference, the supervisor notes on a 3x5 card for each employee in his unit the following information: length of time in the organization, length of time in the unit, demonstrated strengths of this employee, apparent weaknesses of this employee, action taken by the supervisor during the past twelve months to assist this employee to achieve greater efficiency.

Group Meeting #2 Management Principles and Problems 1 hr.

Management problems noted to date
Five functions of management in review
Five key principles of management and their application here
The effective manager in Government
Assignment for the next meeting.

Group Meeting #3 Developing a Strong Team 1 hr.

Under what conditions do people do their best? How do we get the best out of people?
Discussion of the meaning of democratic administration
Judging the effectiveness of management
Assignment for the next meeting.

Group Meeting #4 An Action Program 1 hr.

Review
Concrete suggestions for improving management in the organization
Plan for the first follow-up meeting.

This compact program is designed to focus attention upon the human relations factors that are basic in effective management, and to serve as the foundation for other supervisory training programs that may be developed to meet specific needs.

The supervisor, the middle man in operations, is recognized to be the key man in management.

ED

J.B.W.

11 May 53

HUMAN RESOURCES PROGRAM

Group Meeting #1

Management in the Federal Service

Objectives, incentives, and measuring sticks in Government
Substantive vs. administrative functions
This organization.

Management: getting work done through others
the development of people
supervisory, administrative, and executive functions.

Five functions of management

1. Organizing
2. Planning
3. Directing
4. Coordinating
5. Controlling

Five key principles of management

1. Clear-cut definition of job responsibilities
2. Delegation of responsibility, and understanding and acceptance of responsibility by each member of the staff
3. Authority commensurate with delegated responsibility
4. Functional cooperation in terms of task requirements
5. Effective span of control

Discussion of management problems that we have encountered in our general experience.

For Group Meeting #2

Outline and be prepared to discuss: What do you consider to be the essential characteristics of the effective manager in Government?

For the one-half hour scheduled conference

Be prepared to discuss briefly the obstacles to good management that you have encountered in your experience in this organization.

Also, please prepare a 3x5 card for each individual under your direct supervision, noting: a. length of time the person has been in the organization; b. length of time in the unit; c. demonstrated strengths; d. apparent weaknesses; e. action that you have taken during the past twelve months to assist this individual to achieve greater efficiency.

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Group Meeting #2*
Page 1.

Management Principles and Problems

Problems noted here

Coordination functional to the mission of the Office
Authority commensurate with responsibility
Clear definition of unit responsibilities
Clear definition of individual responsibilities
Realistic understanding of capabilities in response to requirements
Personnel
 Placement
 Career programming.
Establishing the means for conscious education, intensive and
 extensive, on how the missions of the Office are to be achieved.

Problems often noted in management situations generally

Communication,- up and down
Coordination,- transition from small task force to large organization
The problem of status or significance
Dependable requirements
 Broadening the base of the need to know.
Realization of the amount of discussion required prior to action;
 staffing up
Maximum utilization of talent
 Division of labor; administrative and substantive.
Personnel
 Recruitment; promotion promises
 Promotion for substantive competence rather than for
 administrative position
 Participation of supervisor in selection of staff.
Functional organization structure
 Fluidity of this organization
 Consulting those on the job to see how organization
 can be improved.
Understanding the importance of good human relations in management
Report writing
Crash jobs vs. long-term planning, staffing, and training
Clarification of objectives at each echelon continually
Top-side contact; review and inspection of the troops
Adjusting to the personal idiosyncrasies of our colleagues
Space; ventilation
Enforcing regulations
Cost factors
Working with the administrative office
The function of standard operating procedures
The function of staff meetings
Developing a team-work approach.

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Group Meeting #2
Page 2.

Management Principles and Problems

The effective manager in Government

Fulfills the requirements for leadership through his -

1. Vitality and endurance
2. Initiative
3. Decisiveness
4. Persuasiveness
5. Responsibility
6. Intellectual capacity

Secures democratic cooperation from his staff through his -

1. Integrity
2. Thoroughness
3. Communication
4. Ability to delegate
5. Fairness and tact
6. Enthusiasm

For Group Meeting #3

Outline and be prepared to discuss: Under what conditions do people do their best ? How do we get the best out of people ?

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Group Meeting #3

Developing a Strong Team

Problems that were discussed at the last meeting

Five functions of management

Five key principles of management

The effective manager in Government

Under what conditions do people do their best? How do we get the best out of people?

1. To be treated courteously and welcomed to the job.
2. To have an assignment that is clear and definite.
3. To be instructed intelligently.
4. To know what constitutes a job well done.
- *5. To be told, from time to time, how you're doing.
- *6. To feel that your ability is fully utilized.
7. To feel that your work contributes to the cause.
8. To have your opinions and feelings respected.
- *9. To be given credit when it is due.
10. To work with anyone you respect.
11. To receive pay and grade for the work you do.
12. To have a sense of security in the job.
13. To have confidence in the organization.
14. To have the organization take an interest in your health and welfare.
- *15. To know in advance about changes that will affect you.
16. To be informed regarding the progress of the organization as a whole and to receive current information about new policy, administrative procedures, etc.
17. To have opportunities to talk over the work of the unit in order to take stock of progress from time to time.
18. To participate in planning the program of the unit.

Democratic principles of administration

Judging the effectiveness of management.

For Group Meeting #4

Be prepared to present and discuss one concrete suggestion for improving the management process in this organization.

HUMAN RESOURCES PROGRAM

Ten Titles

Chase, Stuart	THE PROPER STUDY OF MANKIND Harper	1948	(305)
Given, William B. Jr.	BOTTOM-UP MANAGEMENT Harper	1949	(171)
Given, William B. Jr.	REACHING OUT IN MANAGEMENT Harper	1953	(175)
Glover, John D. and Hower, Ralph M.	THE ADMINISTRATOR: Cases on Human Relations in Business Richard D. Irwin Inc.	1952	(716)
Halsey, George D.	SUPERVISING PEOPLE Harper	1946	(225)
Learned, Edmund P. and Ulrich and Boos	EXECUTIVE ACTION Harvard Business School	1951	(212)
McCormick, Charles P.	THE POWER OF PEOPLE Harper	1949	(131)
Priffner, John H.	THE SUPERVISION OF PERSONNEL Human Relations in the Management of Men Prentice-Hall	1951	(440)
Simon, Herbert A. and Smithburg and Thompson	PUBLIC ADMINISTRATION Knopf	1950	(582)
Uris, Auren and Shapen, Betty	WORKING WITH PEOPLE Macmillan	1949	(311)

D.E.K. - J.B.W.
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